

1 BILL NO. S-96-10-09

2 SPECIAL ORDINANCE NO. S. 78-96

3 AN ORDINANCE certifying and
4 approving the need for the
5 services of a consultant to provide
6 services to conduct, coordinate
7 and facilitate the TRANSIT NEEDS
8 ASSESSMENT STUDY & SERVICE
9 PROVISION REMEDY
10 ALTERNATIVES FOR FORT
11 WAYNE/ALLEN COUNTY,
12 INDIANA.

13 WHEREAS, the City of Fort Wayne through its Division of Community and Economic
14 Development desires to hire a consultant to provide services to conduct, coordinate and
15 facilitate a Transit Needs Assessment Study & Service Provision Remedy Alternatives
16 for Fort Wayne/Allen County, Indiana; and

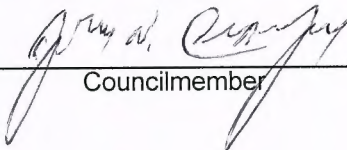
17 WHEREAS, the City of Fort Wayne does not have the capability of performing this work with in-
18 house forces; and

19 WHEREAS, the Division of Community and Economic Development believes that there is a
20 need to employ a consultant to perform this service; and

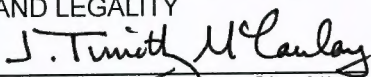
21 NOW, THEREFORE, BE IT ORDAINED BY THE COMMON COUNCIL OF THE CITY OF
22 FORT WAYNE, INDIANA:

23 SECTION 1. The Common Council of the City of Fort Wayne hereby certifies and approves the
24 need for the services of a consultant to provide services to conduct, coordinate and
25 facilitate a Transit Needs Assessment Study & Service Provision Remedy Alternatives
26 for Fort Wayne/Allen County, Indiana; and

27 SECTION 2. This Ordinance shall be in full force and effect from and after its passage and any
28 and all necessary approval by the Mayor.

29 
Councilmember

30 APPROVED AS TO FORM
AND LEGALITY

31 
32 J. Timothy McCadley, City Attorney

**Professional Services Agreement
for a
Transit Needs Assessment Study & Service Provision Remedy Alternatives
for Fort Wayne/Allen County, Indiana**

THIS agreement for professional services is made this 21st day of October, 1996 between the City of Fort Wayne, Division of Community and Economic Development with principal offices at 800 City-County Building, One Main Street, Fort Wayne, Indiana, 46802, hereafter known as "City"; and ASSOCIATES with principal offices at 3225 S. Harbor Boulevard, Channel Islands Harbor, California, 93035.

WHEREAS, the City has need for professional services to provide technical assistance to the Division of Community and Economic Development, the Transit Planning Committee (TPC) and/or the City of Fort Wayne;

WHEREAS, ASSOCIATES submitted a proposal (the "Proposal") for providing the technical assistance to the City, wherein it was proposed that the City would contract with ASSOCIATES for certain professional services; and

NOW THEREFORE, the City wishes to contract for certain professional services from ASSOCIATES and ASSOCIATES agrees to provide such services under the following terms and conditions:

- 1. Scope of Work:** ASSOCIATES agrees to perform services:
- A) Per the tasks and deliverables outlined in its proposal of April 20, 1996, which is incorporated herein as if set out at length; and
 - B) Per the attached revised Scope of Services and Project Budget based upon the June 6, 1996 and June 11, 1996 revisions; (*Appendix A*)
 - C) Per the proposal and the requirements set forth in the Request for Proposals, incorporated here by reference, including completion, production and delivery of twenty-five (25) copies of a final report incorporating executive summary and specific contents of each, and electronic version with supportive data and methodologies which will become City property;
 - D) Such additional services that are mutually agreed upon by the City and ASSOCIATES that are necessary for the successful completion of the Transit Needs Assessment Study & Service Provision Remedy Alternatives for Fort Wayne / Allen County, Indiana. This may include the deletion of certain tasks and substitution of new tasks or the addition of new tasks. The City and ASSOCIATES agree that costs for such additional services shall be subject to negotiation between the parties hereto.
- 2. Payment Schedule:** Payment of ASSOCIATES under this Agreement is based on the approved project budget, not to exceed \$75,000 for ASSOCIATES' services, inclusive of travel-related costs and per diem and other expenses incurred by ASSOCIATES and approved by the City. Invoices received by the City will be paid within 30 days of receipt upon completion of each identified task as set forth in the schedule of deliverables (*Appendix B*).

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Authorization of payment is subject to review and approval by the City, contingent upon consistency with work performed, delivery of required products, support documentation and monthly progress reporting.

- 3. Documentation** Requests for payment for professional services should be accompanied by an invoice and product denoting the completion of a specified task within the approved scope of work (as designated in Appendix B).
- 4. Funding** ASSOCIATES agrees that the payment by the City of any charges for services rendered by ASSOCIATES or reimbursement of costs incurred by ASSOCIATES under this agreement does not constitute a waiver of any violation of any federal laws or regulations, or this agreement by ASSOCIATES.
- 5. Record Retention:** During the course of this agreement and for a period of three years following official project close out, ASSOCIATES agrees to retain intact and to provide any data, documents, reports, records, contracts and supporting materials relating to the project as set forth in OMB Circular A-1110 or as may be required by the City or the United States Government. ASSOCIATES shall include a similar provision in any subcontract in excess of \$10,000 entered into pursuant to this agreement.
- 6. Schedule:** Terms of this Agreement are not to extend beyond six months from the formal Notice to Proceed issued by the City to ASSOCIATES, with the ability to extend to a mutually agreed time period with written signatories of both parties approving said extension not to extend beyond December 10, 1997.
- 7. Governance:** This Agreement shall be governed by the laws of the State of Indiana.
- 8. Administrative Remedies and Termination:**
This Agreement may be terminated for cause by either party by delivery of a ten days written notice. The notice shall include the specific causes for the termination. ASSOCIATES shall include a similar provision in any subcontract entered into pursuant to ASSOCIATES scope of work in excess of \$10,000. Cause for termination may include, but not be limited to, falsification of financial information; refusal to perform duties as agreed upon; or negligence of duty. The City shall also have the right to terminate this contract for reasons beyond the control of the City.
- 9. Dispute Resolution:** The Parties agree that any dispute arising under this Agreement will be resolved by either mediation or binding arbitration pursuant to the rules of the American Arbitration Association.
- 10. Nondiscrimination:** ASSOCIATES agrees to comply with all requirements of Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000d.
- 11. EEO:** ASSOCIATES shall not discriminate on the basis of race, color, national origin, or sex in the performance of the Agreement. The requirements of rules and regulations of the Secretary of Labor issued under the authority of Executive Order 11246 as amended by Executive Order

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11375 and supplemented in Department of Labor regulations (41 CFR, part 60) (where required) are incorporated in the Agreement by reference. Failure by ASSOCIATES to carry out these requirements is a material breach of the Agreement, which may result in the termination of this Agreement or such other remedy as the City deems appropriate. ASSOCIATES shall include a similar provision in any subcontract entered into pursuant to ASSOCIATES scope of work in excess of \$10,000.

- 12. ADA:** ASSOCIATES agrees to comply with all applicable requirements of the Americans with Disabilities Act of 1990 (ADA), 42 U.S.C. § 12101 et seq and 49 U.S.C. § 322; Section 504 of the Rehabilitation Act of 1973, as amended, 49 U.S.C. app. § 1612; and such applicable regulations that pertain thereto.
- 13. Inventions Etc.:** If any invention, improvement or discovery of ASSOCIATES is conceived or first actually reduced to practice in the course of or under this Project, and that invention, improvement, or discovery is patentable under the laws of the United States of America or any foreign country, ASSOCIATES agrees to notify the City immediately and provide a detailed report. The rights and responsibilities of the City, ASSOCIATES and the Government with respect to such invention, improvement, or discovery will be determined in accordance with the applicable Federal laws, regulations, policies, and any waiver thereof.
- 14. Work-for-Hire:** ASSOCIATES agrees that all data and materials produced by it under this Agreement, including graphics or pictorial delineations in media such as drawings or photographs, text in specifications or related performance or design-type documents; machine forms such as punched cards, magnetic tape, or computer memory printouts; and information retained in computer memory; computer software, engineering drawings and associated lists, specifications, standards, process sheets, manuals, technical reports, catalog item identifications, and related information, is considered work-for-hire and shall be the property of the City and not deemed to be the property of ASSOCIATES, but ASSOCIATES shall have no right to copyright or trademark any such material.
- 15. Lobbying:** ASSOCIATES agrees to comply with the provisions of 32 U.S.C. § 1352, which prohibits the use of Federal funds for lobbying any official or employee of any Federal agency, or member or employee of Congress; and requires ASSOCIATES to disclose any lobbying of any official or employee of any Federal agency, or member or employee of Congress in connection with Federal assistance.
- 16. Debarment:** ASSOCIATES and its principals hereby warrant that it or they have not been suspended or debarred by any governmental agency and that it will comply with U.S. DOT Regulations, "Government-wide Requirements for Drug-Free Workplace (Grants)", "49 C.F.R. part 29.
- 17. Environment Protection:** At all times during the conduct of this contract ASSOCIATES shall comply with all applicable standards, orders or regulations issued pursuant

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to the Clean Air Act of 1970 (42 U.S.C. 1857 et seq.) and the Federal Water Pollution Control Act (33 U.S.C. 1251 et seq.) as amended.

18. Modification of Federal Law or Policy:

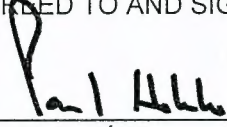
The Parties understand that Federal laws, regulations, policies and related administrative practices applicable to this Agreement on the date the Agreement was executed may be modified from time to time. The Parties agree that the most recent of such Federal requirements will govern the administration of this Agreement at any particular time, except if there is sufficient evidence of a contrary intent.

19. Access of Records: ASSOCIATES shall allow any authorized employee or representative of the City or the Office of the Controller General of the United States access to any books, documents, papers and records directly pertinent to this agreement, for the purpose of making audits, examinations, excerpts and transcriptions. ASSOCIATES shall include a similar provision in any subcontract entered into pursuant to ASSOCIATES scope of work in excess of \$10,000.

20. Hold Harmless: ASSOCIATES agrees to hold the City harmless from any action or claim that may be brought against it as a result of ASSOCIATES work under this Agreement. ASSOCIATES further agrees to maintain general liability coverage during the entire period of this Agreement and have available for inspection by the City a Certificate of Insurance showing such coverage.

21. Enforceability: Should any portion or provision of this Agreement be determined to be unenforceable, such determination shall not affect the enforceability of the remainder of the Agreement.

AGREED TO AND SIGNED:



Paul Helmke, Mayor
City of Fort Wayne

10/16/96

Date

Gerald B. Leonard
Managing Principal
ASSOCIATES

Date

**Proposed Work Program for Transit Needs Assessment Study &
Service Provision Remedy Alternatives for Fort Wayne/Allen County, Indiana**

Task 1: Quantification of Current Unmet Transit Needs

Research Approach

While the informational objectives are fairly direct, one of the challenges of this research effort lies in designing a study that can effectively and cost efficiently encompass all of the critical publics, while maintaining statistical validity. To address this challenge, we propose a three stage methodological approach with several subparts. This approach is a melding of personal one-on-one interviews, qualitative focus groups and a large scale quantitative telephone study to identify unmet and under-served needs and current usage and attitudes toward transportation resources. Within this quantitative study, there are several subparts which encompass all of the critical stakeholders: the general population, and the four major transit need groups, the non-telephone households and current transit users.

Research Program Design

In answering the questions put forth by the Transit Planning Committee (TPC), we propose utilizing a combination of primary qualitative and quantitative research among Allen County residents and the specific needs identified subgroups. The final result will provide accurate, valid and comprehensive information on the unmet, under-served and future needs of the residents.

1. Phase One - Personal One-on-One Interviews

In this qualitative research phase, personal interviews will be conducted by Burke Consulting with various key community, social service, businesses/employers, seniors, child-care and youth program leaders. These interviews will explore the current usage behavior and needs, unmet and under-served needs and potential solutions. The details of this phase is covered in another section under Burke Consulting. The findings from these interviews will be used in developing the quantitative surveys and in preparing the final report with its short and long-term strategies.

2. Phase Two - Qualitative Focus Groups

In order to obtain a better understanding of the current transit behavior, attitudes and unmet and under-served needs, it is proposed that two focus groups be conducted among the key resident publics in the county. Focus groups are an excellent means of identifying and exploring attitudes and perceptions of residents toward their current behavior and unmet needs. Focus groups are often done prior to a quantitative study to help determine and solidify what the issues are, how consumers perceive them, and provide direction in questionnaire development. Focus groups allow the opportunity to explore and probe on specific ideas, perceptions or comments to "flesh out" deeper motivations for the prevailing behavior and attitudes. Focus groups provide the chance for much more interaction and discussion between participants, and, we feel, that will be very important in understanding transit needs. In addition, TPC members can attend the focus groups, and hear "first-hand" what residents think and feel about their transportation options and why. Many times, the comments are unexpected, enlightening and "eye-opening". Focus groups are qualitative in nature, free-flowing but focused, and are used extensively as the initial, exploratory phase of a research effort.

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In this phase, two focus groups will be conducted in Ft. Wayne. We believe that transportation needs can be driven by adequate private auto access. Those with adequate access have less transit needs than those without access. As such, the groups will reflect this hypothesis.

The first group will be conducted among general population residents with adequate private auto access and low / middle income. The group will have a mix of respondents based on household composition, and fixed or variable work site. The work site is another variable that we believe could impact transit options and usage. For example, a carpenter having to go to various work sites would probably have more trouble using fixed transit than a person who always goes downtown to the same office building for work. In this group, the discussion will focus on current behavior and usage of transit options, unmet needs and opportunities to reduce auto usage for employment/commuting, social/entertainment, shopping/commercial/daily living or educational situations. Some current programs to affect this use are Park & Ride and car pools.

The other group will be conducted among the major transit need segments. The recruiting and facility for this group will be largely handled by United Way. This group will consist of a mix of un/under-employed residents, the economically disadvantaged, and seniors/disabled. The discussion in this group will focus on current behavior, attitudes and unmet or under-served needs for various destinations or life activities/situations.

Focus Group Segments

Adequate Auto Access

Group 1 General residents, low / middle income

Non-Adequate Auto Access

Group 2 Mix of special needs groups:
Un/under-employed, economically disadvantaged residents and
seniors / disabled.

Each group usually lasts about one and a half hours and they may be conducted over two nights, or possibly one day, depending on the availability of the respondent groups. Below is some general information on the setup of focus groups. The first group will be recruited by Strategic Marketing & Research (SMRI), and/or ASSOCIATES and the second group will be recruited by United Way under the direction of SMRI / ASSOCIATES and the TPC.

Data Collection

Focus groups assemble eight to ten individuals with a common background and interest in the presence of a trained moderator. The principles of group dynamics, applied in conjunction with interviewing techniques, enable the moderator to examine feelings, delivery expectations, selection motivations, concerns, and performance criteria surrounding the subject under investigation.

Recruitment

Typically, focus group participants are recruited two weeks prior to the actual discussion to allow for alignment of their schedules. The general resident respondents will be recruited through random telephone screening. This special interest group will be recruited by the United Way from lists supplied by the agencies.

Group Facilities

The general population focus group will be conducted at an appropriate marketing research focus group facility in Ft. Wayne (probably at Dennis Research). SMRI has used facilities in Ft. Wayne in the past for focus groups. The location will allow for viewing of the groups by TPC members via two-way mirror and audio taping and videotaping of the groups for SMRI, ASSOCIATES and TPC review. (Participants will be notified that the sessions will be recorded). The second special needs group will be conducted at a United Way agency facility.

Moderator's Outline

Prior to the start of the focus group sessions, a carefully developed moderator's outline will be prepared to support the discussion requirements. The SMRI focus group moderator will work closely with TPC representatives to discuss the nature, scope, and philosophy of the group discussions as well as to fully identify expectations and deliverables.

Reporting of Results

Upon completion of the focus groups, Strategic Marketing & Research will provide a two to three page summary report, with findings for review by TPC and to be used in designing the quantitative survey instrument.

3. Phase 3 - Quantitative Community Transit Study

This phase will be a statistically valid survey which will quantify the county's overall current unmet needs for transit among the various key publics by general destination category and also identify opportunities to reduce current private auto usage. The results will be used in developing short and long range strategies to enhance service delivery and alternative transit delivery modes.

To address the TPC's objectives, this quantitative research study will have several parts and utilize a stratified random sample of county residents reflecting the geography and household density of the county and then be augmented with quota sampling among the four identified major transit needs groups.

Sampling Design

The overall study is estimated to consist of approximately 1,000 resident interviews, distributed into 400 general resident telephone interviews, 300 telephone interviews among augmented samples of the four major needs groups, an anticipated 50 interviews among non-telephone households, and another anticipated 300+ self-administered interviews among special needs groups. In addition, the sampling design should produce a sub-sample of 200-300 current transit riders for analysis purposes. The overall study is designed to supply:

- 400 general population telephone interviews
- 300 special needs groups telephone interviews
 - 75 un / under-employed residents
 - 75 economically disadvantaged residents
 - 75 Seniors/disabled residents
 - 75 Day care/youth activity residents
- Sub-sample of non-telephone residents (50 anticipated)

- 200-300 transit rider telephone interviews (from general population and special needs groups)
- 300+ sub-sample of major needs groups
(self-administered through the help from United Way and other service organizations)

General Residents Sample

The first part of this County Needs Assessment Study will consist of 400 telephone interviews among a stratified random sample of 300 residents living in Ft. Wayne and 100 in non-metro areas of Allen County. These distinctions will be important as the two areas have different transit options and will probably have different transportation and destination needs. This geographic difference will be part of the analysis plan for the final report.

An important distinction in determining transit needs is the adequate access to private auto usage. This can have a great impact on transit needs, and will be reflected in the survey results. One of the first factors to be determined in the survey will be this adequate access to a private auto and current usage of public transit. It is anticipated that approximately 90% of the residents will have adequate access to a private auto, which will result in approximately 360 with access and 40 residents without adequate access. Those without access will contribute to the sub-sample of major need groups.

Among the adequate access respondents, the survey will determine current behavior, general destination categories and any unmet needs, along with specific questions on opportunities to reduce private auto usage. These opportunities for auto reduction will focus on the following situations:

- employment / job training commuting
- social/entertainment
- shopping/commercial/daily living
- educational/training
- day care/ youth activities

Reactions to current reduction concepts, such as Park & Ride and car pools can also be obtained. Given the random general sampling, there should be substantial samples of low, middle and high income respondents among this adequate auto access group to allow for analysis of needs and opportunities by income grouping.

In this general population sample, it is anticipated that 10% or 40 respondents will not have adequate access to a private auto and thus will have less mobility and be more transit dependent. Among this group, the survey will focus more on unmet or under-served needs, destination categories, the means they now use to reach their destinations and barriers to reaching desired destinations or achieving desired employment or training/education. The destinations and barriers addressed may include some of the following:

- employment or choice of employment
- education or job training facilities/opportunities
- social service and recreational programs
- daily living necessities/ shopping
- day care and youth activities

The survey instrument for this part of the study is estimated to be 10 minutes in length.

This will be the first part of the quantitative study. The overall sample of 400 resident interviews supplies a precision range of +/-5% at the 95% confidence level for the overall county needs assessment findings.

Major Transit Needs Groups

Even though the attitudes and unmet needs of the general population are important, the more transit dependent segments without adequate access to private auto usage probably have greater daily needs and fewer options, while providing the greatest potential for future transit use. In Fort Wayne, four major need groups have been identified: the un or under-employed and individuals to vocational and literacy training; the economically disadvantaged; seniors/disabled; and those with day care/youth activity needs. To address the needs of these key groups, we are proposing augmented quota sampling to support the general resident study. Our objective is to achieve 600+ special needs groups interviews in total, with up to 150 in each of the four groups. These 600 interviews will be achieved through 300 telephone interviews and 300 self-administered interviews. Our objective was set at 600 overall interviews to provide for a similar range among these groups as with the general population sample. The 600 sample size will supply a precision range of +/-4% at the 95% confidence level for the groups combined. And, the 150 sample size for each group will supply a precision range of +/-8% at the 95% confidence level for each group's results. This will be sufficient for analysis purposes.

Based on our assumptions, we are anticipating only 40 interviews among these groups by telephone from the general resident random sample study. That leaves another 260 respondents to interview. The TPC will supply SMRI/ASSOCIATES with lists of names and telephone numbers of residents, where possible in each of the four groups. These lists can come from social services groups, day care centers, youth activity centers, senior citizen homes, etc. In addition, utilizing demographic data from TPC, geographic areas can be identified as having a high probability of under-employed or lower income residents or senior citizens, and telephone samples can be developed for random interviewing. Within these four groups, quota sampling will be implemented and 75 interviews completed. The other 75 will be achieved through the United Way.

The survey instrument for these groups will again focus more on unmet or under-served needs, destination categories, the means they now use to reach their destinations and barriers to reaching desired destinations or achieving desired employment or training/education. The destinations and barriers addressed may include some of the following:

- employment or choice of employment
- education or job training facilities/opportunities
- social service and recreational programs
- daily living necessities/ shopping
- day care and youth activities

The survey instrument for this part of the study is estimated to be 10 minutes in length.

This will result in approximately 1,000 total interviews. The analysis of the findings will focus on the general population sample and each of the individual major needs groups. In developing an overall county assessment report, the data from the special needs groups and the surveys of non-telephone residents can be utilized and "folded in" but needs to be weighted to reflect the actual population distribution, as they will be more than half of the total sample, but account for less of the actual general population.

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That presents the overview of our research design for this research which encompasses all of the critical publics. A summary of the sampling plan is shown below:

Community Transit Needs

1,000 total interviews (Allen County Adult Residents)

400 general population

 300 Fort Wayne

 100 Non-metro area

600+ major needs groups

 At least 150 interviews per group using self-administered surveys and telephone surveys

 300 major needs groups (SMRI telephone surveys)

 75 un / under-employed residents

 75 economically disadvantaged residents

 75 senior / disabled residents

 75 day care / youth activities

 Stratified random sample

 Computer-generated telephone sample

 300+ Major needs groups (self-administered survey) Distributed and administered through service groups and the TPC)

In addition, given a 10-15% transit usage among the general population and a 60+% usage among the special needs groups, this sampling design should supply a subsegment of 200-300 transit riders for analysis purposes.

Telephone Interviewing Methodology

It is proposed that computer-assisted telephone interviewing be employed as the data collection methodology for all of the general resident and most of the major needs groups interviews. There are a variety of reason for this, not the least of which is the ability to have interviewer assistance allowing for complicated skip patterns, unaided responses, and consistency in evaluation and limitations of sample bias. Additionally, it provides for expedient collection of the information, allows for better sample control, and can provide more in-depth and complete information than other types of data collection methodologies.

The survey instrument is programmed onto the CRT so that the interviewer simply enters the appropriate response as the questionnaire is administered. The benefit of computer assisted interviewing is that it provides for greater quality control by ensuring that the questions are all administered in the same manner and that skip patterns are executed appropriately.

Furthermore, this type of interviewing eliminates the need for the coding and keypunch functions since the data strings have already been recorded on the computer. Thus, a more expedient turn-around of the tabulated results can be anticipated. In addition, given the interactive nature of the interviewing system, preliminary or "topline" results can be retrieved throughout the interviewing process rather than upon completion of the study quotas.

All interviewing would be conducted from the centralized, 24-line SMRI telephone center, employing trained interviewing professionals under the direction of project supervisors and coordinators. Throughout the interviewing process, data collection personnel would be monitored by project supervisors. All calling would be conducted at varied times throughout the week to reach interview respondents at their homes.

Prior to beginning the interviewing, a thorough briefing would be conducted with all interviewing and supervisory personnel assigned to the project. During the briefing, interviewers would conduct practice interviews and be monitored by the supervisory staff.

Additionally, Strategic Marketing & Research's (SMRI's) telephone center is equipped with a "monitoring station", which allows clients to both observe and listen to "live" interviews. Remote monitoring can also be arranged and is encouraged as it can yield additional insight into the attitudes and perceptions driving the research findings. Participants will be notified that the sessions will be recorded.

Survey Instrument

One of the most significant elements in survey research is the survey instrument or questionnaire - especially in terms of the issues addressed and the length of the survey. As mentioned earlier, the issues to be addressed will focus on current transit usage and access to a private automobile, both transit and private auto destination categories, unmet and under-served needs, attitudes toward transit, barriers to potential usage, opportunities to reduce private auto usage and demographics. A survey of approximately 10 minutes in length is envisioned. This is long enough to provide a detailed assessment of a variety of attitudinal and behavioral issues, but not so long that respondents will terminate the interview.

Data Processing

Upon completion of the data collection effort, the resultant data would be validated, coded, tabulated and weighted by general population and special needs groups to reflect the overall county's population and needs. This will be done for both the telephone and self-administered surveys. Additionally, any relevant multivariate statistical procedures would be employed to assist with the analytical process. At the end of the study, a complete set of tabulations will be provided to the client.

Analysis and Reporting

The final step in the research process would entail the preparation of a detailed written analysis. The intent of this report would be to summarize the key findings from this quantitative study interweaving the results of the qualitative personal interviews and focus groups with those of the quantitative survey. However, the final report must not only bring the findings to life in accessible summary form, but provide interpretations and recommendations, which can serve as a starting point for application. The final report would be designed with a focus not on what was found, but what implications this have for the TPC and the local transit/transportation systems. As such, a comprehensive written report of the summary findings would be prepared along with a complete set of conclusions and recommendation to serve as direction to TPC in instituting plans for the development of their future transit goals and strategies. With this approach, TPC will have a richly enhanced resource that can strategically combine the needs, attitudes and opinions of the different segments of Allen County residents with various geographic, demographic, and transit needs, all within the influence of the current transit service level/situation.

4. Phase Four - On-Site/Self Administered Surveys

If the TPC so desires, self-administered surveys can be developed that they can distribute at the various social service agencies, day cares, youth activity centers, etc. That can be filled out by the residents using those services. These data can then be computer-coded by TPC and then tabulated by SMRI for review and inclusion in the final report.

Summary of Methodological Considerations

Qualitative Focus Groups

Universe	General population of Allen County Major needs groups
Sample	Two Focus Groups of 8-10 respondents each Adequate Auto Access Group 1 Mix of general population, low / middle income Non-Adequate Auto Access Group 2 Mix of respondents from the special needs groups
Data Collection	Qualitative focus groups in Ft. Wayne
Data Analysis	Topline summary report

Community Transit Needs Assessment

Universe	310,000 total population of Allen County 190,000 in Ft. Wayne, 120,000 non-metro
Sample Size	1,000+ Allen County adult residents 400 general population 300 Fort Wayne 100 Non-metro area 600+ major needs groups At least 150 interviews per group using self-administered surveys and telephone surveys <u>300 major needs groups (SMRI telephone surveys)</u> 75 un / under-employed residents 75 economically disadvantaged residents 75 senior / disabled residents 75 day care / youth activities Stratified random sample Computer-generated telephone sample <u>300+ major needs groups (self-administered survey)</u> Distributed and administered through service groups and the TPC)
Data Collection	Computer-assisted, interviewer administered telephone interview Estimated to be 10 minutes in length
Data Processing	Frequency tabulations Weighting and projection of results to Allen County and key publics - general population, metro/non-metro, major needs groups, transit riders

Data Analysis Written analysis with key conclusions and recommendations

Task 2: Determine Service Types / Costs / Funding Sources

Subtask 2-1: Vision Statement Development / Setting Goals & Objectives

This is the part of the program in which the understanding of the preceding findings are weighed and alternative futures are debated such as to produce a strategic assessment of what the future should hold. The consultant shall:

- Assist the TPC in articulating a vision for the future of public transportation in Allen County.
- Assist the TPC in articulating the goals required to achieve that vision.
- Assist the TPC in articulating the objectives and policies which will drive the goals.

The hallmark of the work by ASSOCIATES is strategic planning. No where was this more in evidence than in our work for the City of Charleston, South Carolina. Our work with the key stakeholders in that region produced a concise statement about the future of public transportation in the greater Charleston area. The vision statement was supported by nearly a dozen and a half specific issue papers which, when taken together, produced a framework for the changes that had to take place in Charleston. The City is now moving through the early steps in the implementation of that program.

A key finding in Charleston was for the creation of a series of market-driven services and a change in the provider of the service from a public utility to a transit development board. The market orientation of these services was the focus of the plan and coordinated through the auspices of a mobility manager.

ASSOCIATES will serve as a facilitator with the TPC through the Steering Committee to solicit guidance and the articulation of all parties' concerns for the future. A planning charette would be the preferred vehicle through which to bring all parties together, acquaint them with the background information, identify strategies for the future and prompt a dialogue through which to extract the goals, objectives and policies required to bring together a meaningful program.

We think that the establishment of a mission and purpose statement and accompanying goals are a vital part of this process. The reason for this is simple:

In order for the public to support the concept with its ridership and its tax dollars, it must consider the service to be an important part of the lifestyle of the Fort Wayne region.

Subtask 2-2: Scenario Building / Feasibility Analysis

Some of the background for this task will have been developed in the preceding subtask when the consultant defines service modes to conform to the demand projections.

In addition to a narrative which delineates the details of each alternative, maps will be provided as needed and as possible to augment the written text. Estimates of both the capital and operating

costs for the alternatives will be developed in spreadsheets. The social ramifications of each alternative or the ramifications of doing nothing will be explored as part of this text.

ASSOCIATES will provide the TPC with a set of scenarios with probability ratings for the operation of public transit service in Allen County. With each of these scenarios we will present a cost / benefit analysis along with the probability ratings for success.

The two major evaluation criteria we will use for each scenario are these:

- **NEED**
This is the estimate of existing and future need for such service that would make the service a financial and ridership success. In other words, “. . . is the service truly market driven?”
- **FINANCES**
Does the service qualify for any of the established sources of federal, state or local funding and can the service return a significant portion of its cost from the actual users of the service?

The end result of this task will be the development of a technical memorandum which details the scenarios, the evaluation methodology and discussion of the trade-offs possible to the policy-makers.

Subtask 2-3: Develop / Implement Recommendations

This task draws together the conclusions reached from the analysis of alternatives and trade-offs and the working knowledge which accrued over the course of the earlier tasks. The task has two outcomes:

- Define the specific recommendations
- Define the implementation steps required to achieve the recommendations

Each recommendation will be a specifically-formatted statement such that it is understandable and can easily be a working document. The report, in fact, will be developed as a three-ring binder document so that its pages can be withdrawn, copied, distributed and otherwise worked with by the TPC or others.

The implementation steps will be identified within each of these recommendation “packages” answering such questions as:

- Whom do we contact to seek operating funds?
- How do we prepare a set of specifications for the acquisition of a computerized dispatch system?
- How do we prepare a request for proposal to solicit a manager of service?
- What role should a fixed route system play?
- What area should a fixed route system serve and at what service level?
- What are the applicable statutes governing operation of a public transportation system?
- Who are the Members of Congress or members of the state legislature having jurisdiction and interest in the area of public transportation?
- What is the best way to market the service?
- What training programs must the employees undergo before being qualified?

- What fiscal obligations are there with regard to pension plans and related long term obligations?
- Does the provision of transit have to be provided by union personnel or can it be provided by non-union, or part-time personnel?

These are some of the questions the team will utilize to provide focus to the recommendations so that the service can be provided in a timely and efficient manner. However, as the team becomes familiar with the Allen County area and its leaders it is anticipated that a much broader range of questions will be derived both by ourselves and by the TPC for inclusion at this point.

Jerry Leonard and John Gobis have developed and operated public transit service all across the U.S.-- from paratransit and large bus services in Los Angeles, to fixed route services in Dallas to trolleys in Fort Lauderdale. We not only know operations but we know the best ways to operate service. We intend to be in Allen County to implement our recommendations and to work out all the policy, legal, organizational and procedural issues necessary to delivering successful market-driven services in Allen County.

Task 3: Constraints and Opportunities Analysis

This pre-implementation task calls for the identification of all the procedures which must be accommodated in the process. Some of these are constraints and some are opportunities which can affect the direction the project takes.

- Identify legal issues,
- Identify political issues,
- Identify any social issues,
- Identify the specific market for the services,
- Identify the financial realities,
- Identify any specific issues that a private provider would encounter,
- Identify any specific issues that a public provider would encounter.

Many of these are known to the ASSOCIATES team before the project is begun as many of these are constant irrespective of geography. The team has the ability to enumerate a range of such conditions very quickly when beginning this task. However, it will take a considerable amount of "spade" work through the local newspapers, the Chamber of Commerce, elected officials and other designees of the TPC.

The coordination of services being provided by multiple providers is a most difficult task as public as well as private providers are very reluctant to give up their respective domains. One overriding issue could cause a change and that is economics. As the cost of providing service continues to escalate and organizations, both public and private, are searching for ways to reduce costs yet operate essential services organizations will be required to seek levels of coordination not heretofore established so as to develop the maximal efficiency of each service.

Recently, Jerry Leonard and John Gobis were directly responsible for the development of a progressive consortium concept at the Potomac and Rappahannock Transportation Commission. This involved a unique cooperative operating relationship among public agencies and private service providers. This program, called OMNIRIDE, provides rail feeder and circulator service in an area from Fredericksburg, Virginia, to just south of Washington, D.C. The resources of private and public service providers are brought into play to meet local transit needs.

Similar strategies may work in Allen County as there are multiple service providers who might operate service in the city from the school bus providers to taxi operators. These providers and others can be part of the solution in bringing low cost, yet effective, transportation services to the public. We intend to meet with these providers to define their capabilities and interest in being part of the consortium for better transit in Allen County.

In addition to offering the TPC our best opinion on the likely success of a consortium concept in Allen County, we would also recommend to the group ways to involve the latest technology into that organization so as to achieve the following goals:

- To provide the maximum level of service at the lowest possible cost.
- To incorporate technologies which allow for the pragmatic growth of service using existing financial resources and to have available the mechanisms to evaluate all the services.

We will also explore the opportunities for involving the private sector in all service delivery as a means of providing service at the lowest cost. As we have assisted our clients with more than \$50 million of competitively contracted services in the past decade, we are able to help TPC decide on how to most cost-effectively operate its centralized paratransit services.

Task 4: Reports and Presentations

ASSOCIATES will provide the City of Fort Wayne / the TPC with monthly progress reports and constant interaction with the project manager. A report on the telephone survey, its methodology, its frequency distributions, cross tabulations, tabulations and graphics will be presented as an interim report following its conclusions. A draft final report will be prepared for the TPC review. We will accommodate required text changes, exclusive of new work not in the scope, and return the final report to the TPC with 25 copies. If no comments are received within a 3-week period, we will assume that the report has been acceptable to the City / TPC and we will proceed to develop the final report.

The consultants will be available for a joint presentation of the findings to the Fort Wayne City Council and the Allen County Commissioners, the funding agencies and the TPC (which meeting will be taped as an archive).

Our report will be prepared in Microsoft Word (6.0) and the data will either be in dBase III or in Microsoft Excel and provided to the City.

City of Fort Wayne
Division of Community and Economic Development

Contracting Authority

As spelled out in our qualifications materials, ASSOCIATES will contract with the City and utilize the services of Strategic Marketing & Research Inc. and Burke Consulting.

Mr. Gerald Leonard will be responsible to the City for the successful completion of the contractual obligation. A resume for Mr. Leonard and all other participating staff is contained in the qualifications materials.

Address: 3225 S. Harbor Blvd.
Channel Islands Harbor, CA 93035
(805) 382-2875 - Phone
(805) 382-2847 - Fax
Project Ofc. 9200 Keystone Crossing, Suite 400
Indianapolis, IN 46240
(317) 776-9046 or (317) 574-7700

Availability: All individuals for whom resumes were included in the qualifications materials will be available for work on this engagement and according to the timetable required for its successful completion.

Cost Breakdown by Task

Task 1	Needs Analysis	\$41,500	
	Telephone Survey	\$28,500	Assumes 1,000 interviews
	Focus Groups	\$5,000	Assumes 2 focus groups
	Stakeholder Interviews	\$8,000	Assumes 50 stakeholder interviews
Task 2	Service Options / Costs / Funding	\$22,500	Leonard / Gobis plan alts. etc. 300 hrs.
Task 3	Constraints / Opportunities Analysis	\$6,000	Leonard / Gobis analysis 80 hrs.
Task 4	Reports / Presentations	\$5,000	Write / edit / rewrite / copy / print
TOTAL PROJECT COST		\$75,000	80 hrs.

Appendix A **Scope of Work**

To achieve the objectives of the study, an assessment is needed that will define the level and type of unmet and under-served transit needs within the Fort Wayne/Allen county area, as well as strategies to address them and enhance service delivery. The challenge for the research program is to cost effectively obtain, analyze and project the needs of the overall county, and four specific major transit needs groups and non-telephone households.

A primary source of data for the project will be secondary "hard" data encompassing all aspects of the public transportation resources and reported needs. However, we believe the more qualitative input from residents of the county, both users and non-users, and employers, social services and community leaders is critical to understanding the desires and unmet needs in order to develop a comprehensive "user-friendly" plan to better address the unmet and under-served transit needs. Plans developed and implemented without consumer input and evaluation are doomed to fail.

The following outlines our recommended approach to achieve the informational objectives of the project:

- Determine the level and type of unmet and under-served transit needs among the general population within Fort Wayne/Allen County
- Identify the specific unmet or under-served transit needs of four groups:
 - Un- and under-employed residents, vocational and literacy programs
 - The economically disadvantaged
 - Seniors and/or disabled
 - Youth programs/day care groups
- Assess current transit availability, usage patterns, needs and transportation preferences among the various publics in the community
- Explore options to reduce private auto usage
- Develop strategies to enhance service delivery and optimize coordination of existing resources
- Provide specific conclusions and recommendations to TPC on the critical issues as a starting point for discussion and strategy development.

City of Fort Wayne
Division of Community and Economic Development

Appendix B
Schedule of Project Deliverables


<u>Task</u>	<u>Deliverable</u>	<u>Budget</u>	<u>Week Ending</u>
1 Focus Groups	2-2 to 3 pages summaries	\$4,500	7 th
1 Stakeholder Interviews	Summary for each interview	\$7,200	6 th
1 Qualitative Survey (Telephone Survey/ Self-Administered Survey)	(setup) Data Collection Report, tabs, freqs, methods	\$18,000 \$7,650	9 th 12 th 16 th
2-1 Vision Statement / Goals	Technical Memorandum	\$4,500	4 th
2-2 Scenario Building	Technical Memorandum	\$11,250	18 th
2-3 Implementation Recommendations	Technical Memorandum	\$4,500	20 th
3 Identify Constraints / Opportunities	Technical Memorandum	\$5,400	16 th
4 Monthly Progress Reports	Monthly reports	N.A.	N.A.
4 Report	Draft	\$2,700	21 st
4 Report	Final	\$900	25 th
4 Report	Presentation	\$8,400*	26 th

The schedule is preliminary and will be finalized by the time of the notice to proceed.

**This amount reflects a \$1000 budgeted amount plus the addition of a 10% withholding from all prior budgeted amounts.*

MEMORANDUM

TO: Common Council Members

FROM: Pamela Holocher, Senior Planner 

DATE: October 17, 1996

RE: Introduction of a Resolution certifying and approving hiring of the ASSOCIATES to serve as the consulting firm to conduct, coordinate and facilitate the **TRANSIT NEEDS ASSESSMENT STUDY & SERVICE PROVISION REMEDY ALTERNATIVES FOR FORT WAYNE/ALLEN COUNTY, INDIANA.**

The view from a variety of local social service providers, particularly those most familiar with the transit dependent, is that there remains a significant unmet need for transit. The current way transit is provided in Allen County, despite the multiplicity of transit providers, is a segmented and often inadequate "system" of parts lacking adequate coordination.

The proposed study will:

- explore these unmet transit needs
- propose transit solutions to meet these needs
- identify funding mechanisms to finance transit alternatives and projects

The prime public transit provider (Public Transportation Corporation, PTC) serves an estimated 1,200 people per day over its limited six-day, 70-minute headway, fixed route system, plus a supported dial-a-ride system. These services are supplemented by: taxi companies, limousine rental services, and other transit provided by churches, schools, and a myriad of social service agencies. Despite these services, the need for transit continues. This need is evident in discussions at the City's Area Partnerships, by Community Development Block Grant recipients and in discussions with a wide variety of local social service organizations.

Recently, the United Way's Community Assessment found transportation-related needs as three of the seven highest ranking needs. Specifically, these needs are: public transportation, child care transportation and demand responsive transportation. The United Way study also found the lack of transportation as the third highest ranking barrier to the provision of social services in this county. Children, low-income, elderly, disabled and minorities were identified as the groups in greatest need.

This proposed project directly addresses United Way's identified needs and will allow us to intelligently begin the process of more precisely evaluating the nature of the existing transit need, determine its extent, and location. It will identify the

resources currently available to address these needs. In addition, new strategies to better address these needs will be identified and detailed.

Two local foundations, which do not typically fund projects having governmental involvement have seen fit to provide major funding for this \$75,000, community-wide, collaborative effort. The Transit Planning Committee, a subcommittee of UTAB unanimously selected ASSOCIATES as the consultant to conduct this comprehensive transit needs analysis. The project is now fully funded and the consultant is prepared to begin work on this estimated six month project immediately.

DIGEST SHEET

TITLE OF ORDINANCE ORDINANCE/CONSULTANT

DEPARTMENT REQUESTING ORDINANCE COMMUNITY & ECONOMIC
DEVELOPMENT

SYNOPSIS OF ORDINANCE CONSULTANT WOULD CONDUCT, COORDINATE
AND FACILITATE THE TRANSIT NEEDS ASSESSMENT STUDY & SERVICE
PROVISION REMEDY ALTERNATIVES FOR FORT WAYNE/ALLEN COUNTY,
INDIANA.

EFFECT OF PASSAGE CONSULTANT MAY BE HIRED.

EFFECT OF NON-PASSAGE CONSULTANT CANNOT BE HIRED.

MONEY INVOLVED (DIRECT COSTS, EXPENDITURES, SAVINGS)

ASSIGNED TO COMMITTEE (PRESIDENT) _____

Read the first time in full and on motion by Crawford,
and duly adopted, read the second time by title and referred to the
Committee on Finance (and the City Plan Commission
for recommendation) and Public Hearing to be held after due legal notice, at
the Common Council Council Conference Room 128, City-County Building, Fort
Wayne,, Indiana, on _____, 19____, the _____ day of
_____, M., E.S.T.

DATED: 10-22-96

Sandra E. Kennedy
SANDRA E. KENNEDY, CITY CLERK

Read the third time in full and on motion by Crawford,
and duly adopted, placed on its passage. PASSED
by the following vote:

	AYES	NAYS	ABSTAINED	ABSENT:
TOTAL VOTES	<u>7</u>			<u>2</u>
BENDER	<u>✓</u>			
CRAWFORD	<u>✓</u>			
EDMONDS				<u>✓</u>
HALL	<u>✓</u>			
HAYHURST	<u>✓</u>			
HENRY	<u>✓</u>			
LUNSEY				<u>✓</u>
RAVINE	<u>✓</u>			
SCHMIDT	<u>✓</u>			

DATED: 11-12-96

Sandra E. Kennedy
SANDRA E. KENNEDY, CITY CLERK

Passed and adopted by the Common Council of the City of Fort Wayne,
Indiana, as (ANNEXATION) (APPROPRIATION) (GENERAL)

(SPECIAL) (ZONING) ORDINANCE RESOLUTION NO. 8-78-96
on the 12th day of November, 1996

ATTEST:

Sandra E. Kennedy (SEAL) DD Schmidt
SANDRA E. KENNEDY, CITY CLERK PRESIDING OFFICER

Presented by me to the Mayor of the City of Fort Wayne, Indiana, on
the 13th day of November, 1996,
at the hour of 3:00 o'clock P., M., E.S.T.

Sandra E. Kennedy
SANDRA E. KENNEDY, CITY CLERK

Approved and signed by me this 20th day of November,
1996, at the hour of 9:00 o'clock A M., E.S.T.

Paul Helmke
PAUL HELMKE, MAYOR

BILL NO. S-96-10-09

REPORT OF THE COMMITTEE ON
FINANCE
THOMAS C. HENRY - JOHN N. CRAWFORD - CO-CHAIR
ALL COUNCIL MEMBERS

WE, YOUR COMMITTEE ON FINANCE TO WHOM WAS

REFERRED AN (ORDINANCE) (~~RESOLUTION~~) certifying and approving
the need for the services of a consultant to provide services to
conduct, coordinate and facilitate the TRANSIT NEEDS ASSESSMENT STUDY
& SERVICE PROVISION REMEDY ALTERNATIVES FOR FORT WAYNE/ALLEN COUNTY,
INDIANA

HAVE HAD SAID (ORDINANCE) (~~RESOLUTION~~) UNDER CONSIDERATION
AND BEG LEAVE TO REPORT BACK TO THE COMMON COUNCIL THAT SAID
(ORDINANCE) (~~RESOLUTION~~)

DO PASS

DO NOT PASS

ABSTAIN

NO REC

John N. Crawford

Thomas C. Henry

Thomas Hayburn

Rebecca Parvaz

Clifford R. Edmonds

DATED: 11-12-96

Sandra E. Kennedy
City Clerk